

Town of Carrboro



Main Street, 1920's

Adopted

Capital Improvement Program

Fiscal Year 2004-2005

through

Fiscal Year 2009-2010



A Message from the Manager

March 2, 2004

Dear Mayor and Board of Aldermen,

The Adopted FY04-05 capital improvements plan (CIP), as approved on March 2, 2004, represents the most comprehensive update to the Town's capital needs since FY1999-2000. The CIP process and document mark a different approach to how capital projects are reviewed, recommended, and ultimately funded. The most significant changes include incorporating the capital budgeting process into the annual budget process, and prioritizing and recommending only those projects whereby funding has been or proposed to be committed by the Board or generally deemed to be financially feasible in accordance with ranking criteria.

Through a methodical review of the Town's capital inventory and needs, staff prioritized and ranked projects within a six-year time frame based on numerous criteria that considered public health and safety, legal mandates, fiscal impact, relationships of projects to comprehensive plans and other projects, needs assessments, Board commitment, and impact of projects on economic development, quality of life, and area served. A snapshot of unfunded town needs identified during this capital planning process is presented in the Appendix on page 3.5.

The CIP includes short and long-term maintenance and other operational requirements for proposed projects. Provisions will be made for adequate maintenance of the capital plant and equipment and for their orderly rehabilitation and replacement, within available revenue and budgetary limits. Capital purchases, including vehicles and equipment that exceeds \$25,000 per item shall be considered for town's lease-purchase schedule identified in the capital improvements plan. The vehicle replacement schedule enumerated in the lease-purchase schedule within the CIP document is based on criteria established in the recently implemented town vehicle replacement policy.

The adopted CIP document is a plan that enables staff and the Board to plan for a vibrant community with an eye toward protecting the Town's positive fiscal position while meeting the most critical needs facing the Town in the next six years. This plan will be updated annually for Board review.

FY04-05 Capital Improvements Plan - Overview

The adopted Capital Improvements Plan (CIP) totals \$29,203,741 including project expenditures that will have occurred through FY03-04. Of this total, \$14,228,819 will be funded through debt financing instruments such as general obligation bonds and installment financings. Of the total debt to be financed, \$4,485,897 represents installment financing needed to maintain the Town's rolling stock and equipment for day-to-day operations. The ability to look forward and begin constructing facilities is largely due to the commitment of the Board, residents, and staff to accomplish what was planned in the comprehensive CIP document that was presented to the Board in November 1999 (list of accomplishments on page v). One project proposed in 1999, the Northern Community Park, was identified in the Town's Master Parks and Recreation Plan. However, with the advent of the regional park planned by Orange County, the need for a

community park in the northern area is mitigated or eliminated, saving the Town at least \$6.3 million dollars and significant annual operating costs. In addition, a number of new projects have emerged that are identified for funding and there is an awareness of other upcoming needs that have not been specifically defined in scope nor justified in dollar terms.

Many of the projects identified in the CIP reflect ongoing operational needs that directly affect service delivery provided by town departments or reflect infrastructure project efforts that are currently underway. Maintaining our streets and parks through an annual allocation from the General Fund ensures the orderly replacement and rehabilitation of infrastructure in a timely manner and minimizes additional maintenance costs incurred when infrastructure is in a state of disrepair. The Roberson Place bikeway, currently underway, will provide bicyclists and pedestrians an excellent connection between southern Carrboro, downtown Carrboro, and UNC-Chapel Hill. Movement on the Town's goal of maintaining parking lot space is underway with the first of three planned parking lot purchases, on Rosemary and Sunset Drive, having been accomplished. Residents have begun the street assessment petition process to improve a local road on Quail Roost Drive and funding has been set aside to honor this request.

Moving forward with implementation of the sidewalk plan, construction of a fire substation in the Northern Transition area, and funding the creation of the Hillsborough Road Park, over the next six years marks the second significant phase of the Town's aggressive capital planning, whereby the Town moves beyond purchasing land for future facilities and begins to focus on implementing the vision created by residents and documented by town staff in various needs assessments including Vision 2020, the Downtown Visioning Plan, and various master plans for Parks and Recreation and greenways.

The sidewalk plan emanates from a desire by residents to have a walkable community that provides for safe and convenient transit through means other than single-occupancy vehicles. More recently, Carrboro residents voted to fund a comprehensive sidewalk plan with general obligation bonds. The sidewalk plan honors various needs assessments, including the Carrboro Vision 2020 long-range comprehensive plan that identifies a commitment to implementing a pedestrian network plan. With the bond referendum having passed, the Town can look to prioritizing the placement of sidewalks on the 59% of town-maintained streets that do not currently have sidewalks. The Board, at its regular meeting of January 13, 2004, adopted a list of sidewalks and set aside some greenway planning and construction funds for Bolin and Morgan Creeks to be addressed in the first of three anticipated phases of bond financing over the next six years. The first bond issue will total approximately \$1.75 million dollars. These projects are described in greater detail within the CIP document.

The fire substation is borne out of a need to provide appropriate fire coverage as represented in consistent response times to all residents of the community. Currently, the response time for the fast-growing northern area of Town exceeds six minutes and the travel distance to the outer parts of the Carrboro planning jurisdiction is over five miles.

Hillsborough Road Park is also considered a primary service initiative that is important to residents. Efforts to plan the design of the park are underway and have involved opportunities for residents to provide input on the role of this neighborhood park. Costs for this project have increased since the 1999 CIP with the inclusion of a road on the edge of the park property.

New projects have emerged and are included in the CIP. The acquisition of the Adams Tract, an undeveloped parcel of land that is part of the Bolin Creek corridor and represents a keystone addition to the area's parks and greenways, is under consideration for purchase and has been included in the adopted CIP given board and community commitment to land preservation and quality of life. Another recent project, the extension of Rand Road, proposes to connect the existing Rand Road with the southern terminus of Purple Leaf Place thereby providing egress (one-way out) from Roberson Place to South Greensboro Street and full (two-way) access for emergency vehicle, bike, and pedestrian traffic. This project will require the Town to purchase right-of-way at an estimated cost of \$35,000. Developers of Roberson Place subdivision have posted a letter of credit in the amount of \$28,049 (valid until August 22, 2005) to provide for the construction of a connecting roadway as well as resurfacing Rand Road. The Rand Road project supports and provides public access from the Roberson Place Bike and Pedestrian Path which currently underway. Also proposed is the establishment of an annual general fund allocation for park maintenance and replacement that will provide for much needed perennial maintenance needs on a consistent basis. This concept, modeled after the Town's street resurfacing funding program, will offset costs such as field maintenance, an erosion control study for Anderson Park Pond, court resurfacing, and refurbishment of the Wilson Park restroom facilities. Maintaining parks in a preventive manner reduces the safety and liability concerns that result when infrastructure is in a state of disrepair.

With limited resources, it is clear that some envisioned projects will remain unfunded in the near future. The unfunded projects primarily address administrative facility needs, parks and recreation facility needs, and road improvements (listed in Appendix). There are also numerous needs on the horizon that have not materialized to the point of project specifics and costs. These needs include potential solutions arising from the Downtown Transportation Study, downtown parking improvements and enhancements, and purchase of an integrated radio communications system to be effective across jurisdictions and countywide. In addition, the Board, if it elects to move forward with annexation, may be requested to extend water and sewer service capability to the annexed areas, even though the Town is not responsible for such services.

As mentioned earlier, the CIP largely relies on debt financing as a means to build infrastructure. The Town's ability to fund infrastructure projects for the next six years plays a significant role in the implementation of its capital improvements plan. The Local Government Commission, a state agency that provides financial oversight to local governments, advised town staff in the 1999-2000 Comprehensive CIP that the Town would only be able to assume approximately \$6 million dollars in additional debt over a five-year period to remain within appropriate debt ratios and to maintain positive fiscal health. Since that time, the Town has borrowed \$1,157,335 to purchase land and has received approval from town residents to borrow up to \$4.6 million dollars in sidewalks and greenways. The needs cited within the adopted CIP for the next six years, including sidewalks and greenways, exceed this original debt limit recommended by LGC and projects will require review by the LGC prior to implementation. Also, implementation of all of the projects listed in the adopted CIP may impact the current property tax rate beyond what is acceptable to the community. Looking forward, though, there are factors that may mitigate the debt burden created by the adopted CIP, such as annexation and the revaluation of the tax base that occurs every four years.

Financing capital needs means that a revenue stream must exist to pay for the debt service costs. The tax impact of the CIP (shown on page 3.4) is significant and points to the need for diversification of the Town's tax base and consideration of revisiting revenue-generating

possibilities with the N.C. General Assembly to avoid a heavy reliance on property taxes, one of the very few revenue sources under control of local governments in North Carolina. A menu of revenue options exists, including impact fees for recreation and transportation purposes, meal taxes, special tax districts for economic development, real estate transfer taxes, and grants.

The systematic and comprehensive manner, in which staff, the community, and the Board have assessed the Town's needs as presented in the adopted CIP, enables informed and conscious choices about the Town's many needs in light of limited resources. I look forward to implementing the projects proposed in the adopted CIP and bringing to life the vision of our residents and the Board.

Sincerely,

Steven Stewart
Town Manager

SES/LBR

Board Accomplishments since the FY1999-2000 Comprehensive Capital Improvements Plan Document

The Board of Aldermen has funded numerous capital initiatives enabling the Town to:

- ***Purchase land for:***
 - ***Future public works facility (\$767,000)*** - The Town purchased 23.5 acres off of Old NC Highway 86;
 - ***Hillsborough Road Park (\$553,000)*** – The Town purchased approximately 10 acres on Hillsborough Road for a future neighborhood park. Currently, a master plan process regarding the design of the park is underway.
 - ***Parking lot on the corner of Rosemary Street and Sunset Drive (\$115,000)*** - This parking lot, once leased by the Town, is now owned by the Town and represents an ongoing effort to maintain parking in the downtown area;
- ***Roberson Place Bike Path (\$30,000)*** - This bike path is now in development stages;
- ***Construct athletic fields in Smith Middle School community park (\$114,000)*** - The fields are used for soccer and the Town's recreation department is responsible for maintaining the reservations system for use of the field.
- ***Renovate the Fire Department (\$33,000)*** - The Fire Department, in an effort to save significant dollars, renovated the fire station using its own staff to construct a bathroom facility for female firefighters, renovate and enlarge the kitchen and sleeping quarters, and to increase storage space;
- ***Add clocks to the Century Center towers (\$15,000)*** - The Chamber of Commerce assisted with a fundraising drive to collect donations from residents and also provided a significant donation;
- ***Replace playground equipment in Wilson and Anderson parks (\$120,000)*** – Most of the equipment in the Town parks dated to the 1980's until this recent replacement. One of the most asked for improvements to all parks by the citizens, the need for additional play equipment is quite evident in all parks associated with more up-to-date designs and separated between the ages of 2 – 5 and 6 – 12 year old groups;
- ***Perform unexpected storm water drainage repairs in various areas (\$300,000)*** – Projects include repairs along Aberdeen Court, Oleander/Lilac Drive, and Westbrook Drive; and
- ***Build sidewalks with a combination of grant assistance and local match*** – Sidewalk projects include the widening of Hillsborough Road performed by the North Carolina Department of Transportation that enabled the Town to add sidewalks at a local match of \$27,856. In addition, a small grant was awarded to the Town to add a sidewalk on South Greensboro Street near the corner of Main Street (\$8,591). When adopting the FY03-04 budget, the Board set aside \$17,000 for a sidewalk along Bolin Forest Drive. The project scope for this project is under review and additional funding has been identified through the Metropolitan Planning Organization, a multi-jurisdictional agency that allots intergovernmental funding for various transportation initiatives.

**TOWN OF CARRBORO, NORTH CAROLINA
CAPITAL IMPROVEMENT PROGRAM
FY2004-05 THROUGH FY2009-2010**

Board of Aldermen

Michael Nelson, Mayor
Diana McDuffee, Mayor Pro-Tempore
Joal Hall Broun, Alderman
Mark Chilton, Alderman
Jacquelyn Gist, Alderman
John Herrera, Alderman
Alex Zaffron, Alderman

Town Staff

Steven E. Stewart, Town Manager
James Harris, Economic and Community Development
Carolyn Hutchison, Police
Anita Jones-McNair, Recreation & Parks
Rodney Murray, Fire
Christopher Peterson, Public Works
L. Bingham Roenigk, Assistant Town Manager/Management Services
Desiree White, Personnel
Sarah Williamson, Town Clerk
Roy Williford, Planning

Thanks to:

Richard White, Manager's Office, and Jeff Kleaveland, Planning Department for their assistance

Carrboro Capital Improvement Plan
Table of Contents

Section I - Summary

The Capital Improvement Program..... 1.1
CIP Document Organization 1.3
Summary Table of CIP Projects by Fiscal Year..... 1.5

Section II - Individual Project Descriptions

Street Resurfacing..... 2.1
Northern Area Fire Station..... 2.2
Sidewalks..... 2.3
Park Maintenance and Replacement Fund 2.8
Roberson Place Bikeway 2.9
Town Parking Lots..... 2.10
Public Works Facility..... 2.11
Adams Tract..... 2.12
Greenways 2.13
Hillsborough Road Park..... 2.14
Local Road Improvements 2.15
Lease-Purchase Schedule for Vehicles and Equipment 2.17

Section III - Appendix

Impact of CIP on Operating Budget and the Town's Fiscal Health 3.1
Potential Tax Rate Impact of the CIP 3.6
Unfunded Projects..... 3.7

The Capital Improvement Program

Projects submitted through the Capital Improvement Program (CIP) differ from the annual operating expenses primarily in that they are of a high dollar threshold (more than \$100,000); large in size; and irregular in frequency. Also, they involve the development of assets that last for many years. Major capital decisions tend to have a fiscal and operational impact more extensive than that required of annual operating and maintenance decisions and require somewhat different planning and budgetary methods.

In addition, vehicles and capital equipment (exceeding \$25,000), both additions and replacements shall be considered for town's lease-purchase schedule identified in the capital improvements plan. The vehicle replacement schedule enumerated in the lease-purchase schedule within the CIP document is based on criteria established in the recently implemented town vehicle replacement policy.

Functions of the CIP

The six-year CIP schedule is a planning tool, not a budget. Adjustments for anticipated projects can be made each year during the annual revision of the Town's budget. The CIP is revised as needed until individual projects are formally adopted. This flexibility in the planning and implementation of capital needs makes Carrboro's CIP responsive to the changing needs of its diverse community. The CIP achieves five (5) major objectives:

1. To help the Town plan for the repair, replacement, and acquisition of capital items and facilities that are necessary in providing high quality services to residents.
2. To assist in financial planning by forecasting capital demands together with future revenues and expenditures.
3. To insure better coordination, evaluation, prioritization, and planning of projects to serve the community and its needs.
4. To provide lead time for project planning, regulatory permitting, design, land acquisition, and construction, to assure projects will be ready when needed.
5. To maintain or improve the Town's health credit rating and fiscal health through promoting strong budgetary and financial management planning.

CIP Planning Process

Town staff develops and maintains a projection of capital improvement projects (Capital Improvement Program) for the next six years based on the previous capital improvement plans, community needs assessments, and on projects approved by the Board of Aldermen. The Capital Improvement Program (CIP) should be tied to projected revenue and expenditure constraints. Future planning should consider periods of revenue surplus and shortfall and adjust future programs accordingly. The CIP includes long-term maintenance and other operational requirements for proposed projects. Each fiscal year, the CIP is updated to include current information for review by the Board of Aldermen.

The Town's capital program recognizes the borrowing limitation and debt tolerance of the Town. In addition, the CIP budget process includes a financial analysis and narrative of the impact of the CIP on the Town's financial condition, including but not limited to, debt levels and operating budget. Issuing debt is appropriate when facilities have a long life. Debt service payments spread the costs over the life of the facility. This ensures intergenerational equity; that is the facility will be paid for by all citizens who will use and benefit from the facility, both when borrowing occurs and throughout the life of

the debt issue. Debt levels are discussed in detail in the Appendix.

Any capital item that has not been included in the CIP or recurring lease-purchase schedule but because of its critical or emergency need where timing was not anticipated in the CIP or budgetary process, or is mandated immediately by either State or Federal requirements, will be considered for approval for debt financing.

CIP Document Organization

The CIP Document provides information in three sections:

Section I, Summary

This section of the document consists of a transmittal message and summary spreadsheets that describe what is proposed in the CIP plan, changes in the Town’s capital program, and a discussion of the impact of the CIP on debt, operating costs, tax, and revenue implications of the plan.

Section II, Individual Project Descriptions

This section describes each project individual, identifies various components of expenditures and revenue. The expenditure categories used are described below:

- *Planning:* These costs include architect plans, site testing, and other pre-building issues.
- *Land/ROW:* Estimated costs for land or right-of-ways
- *Construction:* Estimated costs for buildings related to specific projects
- *Equipment/Furnishings:* Estimates costs for equipment such as chillers, alarm systems, and safety equipment. Furnishings include desks, chairs, and other items that will be used by employees and patrons.

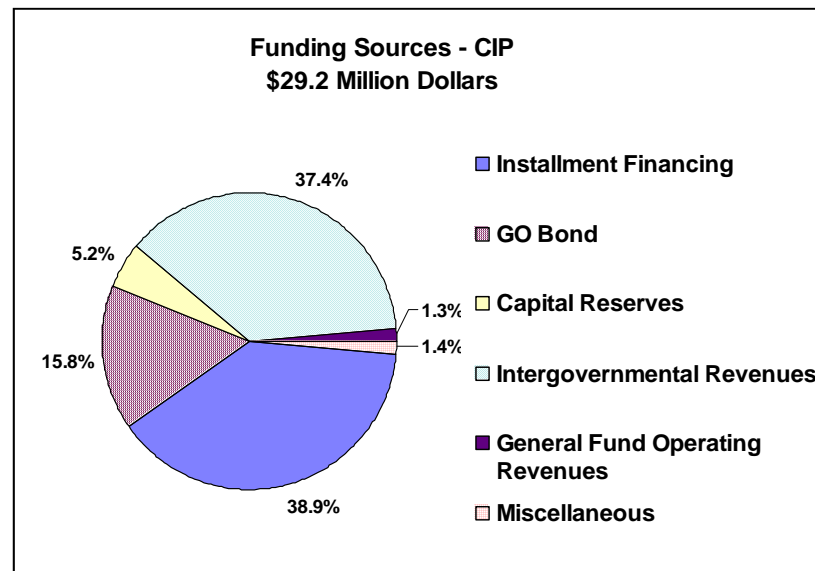
- *Other:* This allocation includes costs not easily fit into other categories. Examples include computer hardware and software purchases, attorney’s fees, and ongoing park maintenance needs.
- *Contingencies:* This is generally a percentage of the total project construction costs and represents funds available for unforeseen costs or cost increases.

Project revenues are largely dependent upon financing through various debt instruments such as general obligation bonds or installment financing. The graph below illustrates the revenue stream needed to finance the Town’s CIP. Approximately, 56% of the CIP is financed

through debt, requiring revenue to support debt payments.

Below is a list of the types of funding:

- *Installment Financing:* This is a debt financing source that does not require voter approval. Debt payments generally extend fifteen years. The Town has used installment financing to fund short-term vehicle and equipment purchases and for land and facilities.
- *General Obligation Bonds:* This is a form of debt financing that requires voter approval. The ability to get funds follows a bond referendum. This is the strongest form of security that a local government can pledge for debt, its full faith and credit, making the debt general obligation. Debt payment for GO bonds generally have a twenty-year term.
- *Capital Reserves:* Capital reserve funds are created to set aside funds for any purposes for which a local government may issue bonds. A certain amount of funds is set aside, via an allocation from the Town’s primary operating fund, the General Fund, to accumulate to pay for large capital items. The Town has largely used capital reserves for its street resurfacing program



and to pay the local match toward sidewalk construction along state roads.

- *Intergovernmental Revenues* – This represents grants or support from other local, federal, or state governmental jurisdictions.
- *General Fund Operating Revenues* – This represents funding directly from the Town's General Fund for each year. There is no debt associated with this funding.
- *Miscellaneous* – The revenue includes various small miscellaneous contributions including funds received directly from developers and reserves set aside as required by the Town's payment-in-lieu program for recreation and open space.

Section III, Appendix

This section includes detailed analysis of the impact of the recommended CIP on the town's financial condition and a discussion of projects that currently remain unfunded.

Summary Table of CIP Projects by Fiscal Year

The following table shows a summary of project expenditures over the next five years and the operating impact of each project on the annual budget. Figures, with the exception of operating impact, are adjusted for inflation.

Projects	ACTUAL								FY09-10	TOTAL	OPERATING	FTES
	6/30-03	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	AND BEYOND	PROJECTS	IMPACT		
Street Resurfacing	\$0	\$98,000	\$390,000	\$120,000	\$165,375	\$173,644	\$182,326	\$190,000	\$1,319,345	\$0	-	
Northern Area Fire Substation	\$0	\$130,000	\$158,642	\$1,586,419	\$95,185	\$0	\$0	\$0	\$1,970,246	\$675,443	15.00	
Sidewalks	\$0	\$2,970,003	\$1,981,719	\$3,471,000	\$1,533,000	\$0	\$1,172,238	\$2,080,000	\$13,207,960	\$0	-	
Park Maintenance and Repair	\$0	\$0	\$22,300	\$184,550	\$26,800	\$7,000	\$7,000	\$7,000	\$254,650	\$0	-	
Roberson Place Bikeway	\$28,120	\$159,059	\$0	\$0	\$0	\$0	\$0	\$0	\$187,179	\$3,000	-	
Town Parking Lots	\$1,500	\$114,479	\$385,900	\$0	\$0	\$0	\$0	\$0	\$501,879	\$0	-	
Public Works Facility	\$756,486	\$10,514	\$0	\$0	\$0	\$0	\$0	\$0	\$767,000	\$0	-	
Adams Tract	\$0	\$1,600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,600,000	\$0	-	
Greenways	\$0	\$0	\$50,000	\$0	\$670,000	\$0	\$737,500	\$0	\$1,457,500	\$0	-	
Hillsborough Road Park	\$575,792	\$20,457	\$0	\$0	\$69,201	\$1,358,361	\$720,214	\$0	\$2,744,025	\$84,555	2.00	
Local Road Improvements	\$0	\$35,000	\$106,049	\$0	\$0	\$0	\$0	\$0	\$141,049	\$0	-	
Equipment/Vehicle Lease-Purchase	\$567,012	\$543,192	\$1,009,500	\$567,235	\$549,600	\$633,875	\$745,152	\$437,343	\$5,052,909	\$0	-	
Total Projects	\$1,928,909	\$5,680,704	\$4,104,110	\$5,929,204	\$3,109,161	\$2,172,880	\$3,564,430	\$2,714,343	\$29,203,741	\$762,998	17.00	

Funding Source	ACTUAL								FY09-10	TOTAL	% of
	6/30-03	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	AND BEYOND	FUNDING	Funding	
Installment Financing	\$ 1,597,498	\$ 1,397,806	\$ 1,593,042	\$ 2,153,654	\$ 713,986	\$ 1,992,236	\$ 1,465,366	\$ 437,343	\$11,350,931	38.9%	
GO Bond	\$ -	\$ -	\$ 1,613,262	\$ -	\$ 1,667,000	\$ -	\$ 1,319,738	\$ -	\$ 4,600,000	15.8%	
Capital Reserves	\$ 29,620	\$ 176,662	\$ 491,953	\$ 120,000	\$ 165,375	\$ 173,644	\$ 182,326	\$ 190,000	\$ 1,529,580	5.2%	
Intergovernmental Revenues	\$ -	\$ 4,085,779	\$ 260,940	\$ 3,404,700	\$ 536,000	\$ -	\$ 590,000	\$ 2,054,357	\$10,931,776	37.4%	
General Fund Operating Revenues	\$ 22,792	\$ 20,457	\$ 22,300	\$ 250,850	\$ 26,800	\$ 7,000	\$ 7,000	\$ 32,643	\$ 389,842	1.3%	
Miscellaneous	\$ 279,000	\$ -	\$ 122,613	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 401,613	1.4%	
Total Funding	\$1,928,909	\$5,680,704	\$4,104,110	\$5,929,204	\$3,109,161	\$2,172,880	\$3,564,430	\$2,714,343	\$29,203,742	100.0%	

OPERATING BUDGET EFFECTS

Elements	ACTUAL								FY09-10	TOTAL
	6/30-03	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	AND BEYOND	PROJECT	
Personnel Costs	\$ -	\$ -	\$ -	\$ 3,000	\$ 614,068	\$ -	\$ 58,555	\$ -	\$ 675,623	
Operating and Maintenance	\$ -	\$ -	\$ -	\$ -	\$ 61,375	\$ -	\$ 5,000	\$ -	\$ 66,375	
Capital Outlays	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,000	\$ -	\$ 21,000	
Total Operating Costs	\$ -	\$ -	\$ -	\$ 3,000	\$ 675,443	\$ -	\$ 84,555	\$ -	\$ 762,998	
<i>Minus New Revenues*</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	
Net Operating Effect	\$ -	\$ -	\$ -	\$ 3,000	\$ 675,443	\$ -	\$ 84,555	\$ -	\$ 762,998	
New Personnel (FTE)	0.0	0.0	0.0	0.0	15.0	0.0	2.0	0.0	17.0	

Street Resurfacing

Project Description

The Town, many years ago, acknowledged the importance of maintaining streets, appropriating an annual allocation for street resurfacing. The schedule for street resurfacing is in accordance with a pavement evaluation study performed by the Institute of Transportation and Research and Education.

Define problem

The Town has avoided the issues faced many years ago where streets were in poor condition. Resurfacing each street every fifteen years prevents critical surface deterioration and avoids expensive roadway replacement or reconstruction.

Recommended Solution

Continue annual allocation from general fund to support the timely and orderly repair of the Town's streets.

Operating Impact

Not applicable

Project Alternatives

None

PROJECT COST ESTIMATES

Elements	ACTUAL 6/30-03	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Planning/Arch/Eng									\$ -
Land/ROW									\$ -
Construction		\$ 98,000	\$ 390,000	\$ 120,000	\$ 165,375	\$ 173,644	\$ 182,326	\$ 190,000	\$ 1,319,345
Equip/Furnishing									\$ -
Other									\$ -
Contingencies									\$ -
TOTAL	\$ -	\$ 98,000	\$ 390,000	\$ 120,000	\$ 165,375	\$ 173,644	\$ 182,326	\$ 190,000	\$ 1,319,345

FUNDING SOURCES

Revenue Source	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT	
Installment Financing								\$ -	
GO Bond								\$ -	
Capital Reserves	\$ 98,000	\$ 390,000	\$ 120,000	\$ 165,375	\$ 173,644	\$ 182,326	\$ 190,000	\$ 1,319,345	
Intergovernmental Revenues								\$ -	
General Fund Operating Revenues								\$ -	
Miscellaneous - <i>Payment in Lieu</i>								\$ -	
Total Funding	\$ -	\$ 98,000	\$ 390,000	\$ 120,000	\$ 165,375	\$ 173,644	\$ 182,326	\$ 190,000	\$ 1,319,345

OPERATING BUDGET EFFECTS

Elements	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Personnel Costs								\$ -
Operating and Maintenance								\$ -
Capital Outlays								\$ -
Total Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Minus New Revenues*</i>								\$ -
Net Operating Effect	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Personnel (FTE)								0.0

Northern Area Fire Substation

Project Description

To accommodate anticipated growth in the northern transition area and to ensure adequate and effective fire coverage, a fire substation is proposed for this area. One to two acres should be purchased to allow construction to begin in the following year.

Define problem

Construction of a fire substation will be needed in the northern transition area around year to allow for appropriate fire coverage in this fast growing area. To maintain the same insurance coverage presently held by the residents of Carrboro, a response time of five minutes or less is required.

Currently, the response time for the northern area exceeds six minutes and the travel distance to the outer parts of the Carrboro planning jurisdiction is over five miles.

Project Alternatives

There is no real alternative. The insurance rate for homeowners and commercial businesses would be adversely affected if the Town does not maintain or exceed its current rating. The rating scale is 1 to 10, with one being the best and 10 being the worst. The Town currently has a rating of 4. A greater concern is life safety and property conservation that is affected by the inability of the Fire Department to provide adequate response times for Fire and Emergency Medical calls for service.

Recommended Solution:

To accommodate anticipated growth in the northern transition area and to ensure adequate and effective fire coverage, a fire substation is proposed for this area.

Operating Impact:

Once the substation is fully operational it will require a minimum of 15 firefighter positions and miscellaneous operating costs including uniforms, utilities, and departmental supplies.

PROJECT COST ESTIMATES

Elements	ACTUAL 6/30-03	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Planning/Arch/Eng			\$ 158,642						\$ 158,642
Land/ROW		\$ 130,000							\$ 130,000
Construction				\$ 1,586,419					\$ 1,586,419
Equip/Furnishing					\$ 95,185				\$ 95,185
Other									\$ -
Contingencies									\$ -
TOTAL	\$ -	\$ 130,000	\$ 158,642	\$ 1,586,419	\$ 95,185	\$ -	\$ -	\$ -	\$ 1,970,246

FUNDING SOURCES

Revenue Source	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Installment Financing	\$ 130,000	\$ 158,642	\$ 1,586,419	\$ 95,185				\$ 1,970,246
GO Bond								\$ -
Capital Reserves								\$ -
Intergovernmental Revenues								\$ -
General Fund Operating Revenues								\$ -
Miscellaneous - <i>Payment in Lieu</i>								\$ -
Total Funding	\$ -	\$ 130,000	\$ 158,642	\$ 1,586,419	\$ 95,185	\$ -	\$ -	\$ 1,970,246

OPERATING BUDGET EFFECTS

Elements	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Personnel Costs				\$ 614,068				\$ 614,068
Operating and Maintenance				\$ 61,375				\$ 61,375
Capital Outlays				\$ -				\$ -
Total Operating Costs	\$ -	\$ -	\$ -	\$ 675,443	\$ -	\$ -	\$ -	\$ 675,443
<i>Minus New Revenues*</i>								\$ -
Net Operating Effect	\$ -	\$ -	\$ -	\$ 675,443	\$ -	\$ -	\$ -	\$ 675,443
New Personnel (FTE)				15.0				15.0

Sidewalks

Project Description

The purpose of this project is to increase the safety and convenience of walking throughout the Town's neighborhoods, and to major facilities such as schools, bus stops, shopping areas and recreational facilities. Included in the sidewalk projects are state road improvements that serve the arterial needs of the community. The Town has recommended all state road improvements include bike lanes on both sides of the road and, where feasible, sidewalks.

The community recently voted to use general obligation bond funds to finance a comprehensive sidewalk construction project. In conjunction with state agencies, developers, and local funding, the Board has crafted a plan to finance sidewalk construction with three anticipated bond issues over a period of six years, provided the Town's fiscal position and the economy remain healthy. The list of sidewalks to be funded in the first phase of bond fi-

ancing, planned for FY04-05, has been prioritized by the Board of Aldermen (see following pages). Sidewalks that have been identified for financing in future years have not been prioritized by the Board at this time.

Define Problem: The town's sidewalk system has not expanded to a point where sidewalks are available along the major streets that connect neighborhoods with each other as well as with commercial

centers, parks, schools and similar activity centers. As a result of development in the Town and the region, as well as the additional demands on such roads, including the need for public transit, bike-way, and pedestrian systems, suitable urban roadway designs are needed. Currently, the North Carolina Department of Transportation, when making improvements to the State roads that cross the Town's jurisdiction, allows the Town to provide a local match to obtain sidewalks, if desired. In FY03-04, sidewalk improvements were com-

PROJECT COST ESTIMATES

Elements	ACTUAL 6/30-03	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Planning/Arch/Eng				\$ 300,000				\$ 30,000	\$ 330,000
Land/ROW				\$ 771,000				\$ 300,000	\$ 1,071,000
Construction		\$ 2,970,003	\$ 1,951,719	\$ 2,400,000	\$ 1,533,000		\$ 1,172,238	\$ 1,750,000	\$ 11,776,960
Equip/Furnishing									\$ -
Other			\$ 30,000						\$ 30,000
Contingencies									\$ -
TOTAL	\$ -	\$ 2,970,003	\$ 1,981,719	\$ 3,471,000	\$ 1,533,000	\$ -	\$ 1,172,238	\$ 2,080,000	\$ 13,207,960

FUNDING SOURCES

Revenue Source	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Installment Financing								\$ -
GO Bond		\$ 1,603,262		\$ 1,533,000		\$ 1,172,238		\$ 4,308,500
Capital Reserves	\$ 30,003	\$ 101,953						\$ 131,956
Intergovernmental Revenues	\$ 2,940,000	\$ 220,940	\$ 3,404,700				\$ 2,054,357	\$ 8,619,997
General Fund Operating Revenues			\$ 66,300				\$ 25,643	\$ 91,943
Miscellaneous - Payment in Lieu		\$ 55,564						\$ 55,564
Total Funding	\$ -	\$ 2,970,003	\$ 1,981,719	\$ 3,471,000	\$ -	\$ 1,172,238	\$ 2,080,000	\$ 13,207,960

OPERATING BUDGET EFFECTS

Elements	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Personnel Costs								\$ -
Operating and Maintenance								\$ -
Capital Outlays								\$ -
Total Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Minus New Revenues*</i>								\$ -
Net Operating Effect	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Personnel (FTE)								0.0

pleted along Hillsborough Road (\$2,970,003). There are two road improvements in the future whereby the Town plans sidewalks – Smith Level Road (FY05-06) and Old Fayetteville Road (FY09-10).

Project Alternatives

Alternatives to this project include the status quo and/or the provision of temporary gravel or asphalt paths.

Recommended Solutions

Arterials or State roads, local collector and subcollector roads should have 5-foot wide sidewalks constructed along both sides whereas local roads serving from 10 to 25 units should have 5-foot wide sidewalks only along one side. The majority of streets in Carrboro do not have sidewalks (59%). Following is a description of sidewalk projects needed to at least provide a sidewalk along one side of the street where none currently exist with the notion that a second priority will be to eventually provide required sidewalks on the other side.

Operating Impact

The construction of new sidewalks will impact the town's operating budget in proportion to the amount of sidewalks constructed by town work crews. Additional sidewalk facilities will produce an increase in sidewalk maintenance costs.

Sidewalks continued; funded projects table

The following table shows a summary of bond-funded sidewalk projects as well as other, miscellaneous, sidewalk projects.

Location	Project Limits	Town's Share of Cost	Intergovernmental Revenue	Total Cost
BOND-FUNDED SIDEWALKS, FY04-05				
Ashe	Main-Shelton	\$ 41,250	\$ -	41,250
Bim	Fidelity-Jones Ferry	\$ 63,360	\$ -	63,360
Cheek	Hillsborough-Greensboro	\$ 81,675	\$ -	81,675
Davie	Jones Ferry-Colson	\$ 97,900	\$ -	97,900
Elm	Shelton-Weaver	\$ 56,375	\$ -	56,375
Estes	N. Greensboro-Town Line	\$ 264,000	\$ -	264,000
Fowler	Lloyd-Broad	\$ 9,750	\$ -	9,750
Greensboro	Carr-Old Pittsboro	\$ 8,250	\$ -	8,250
Greensboro	Short-Hillsborough	\$ 204,750	\$ -	204,750
Hanna*	Greensboro-end*	\$ -	\$ 111,128	111,128
James	Main-Hillsborough	\$ 188,265	\$ -	188,265
Jones Ferry	Old Fay-Willow Ck Office Bldg	\$ 13,000	\$ -	13,000
Lindsay	Shelton-Weaver	\$ 56,155	\$ -	56,155
Lloyd	Hosiery-Fowler	\$ 5,850	\$ -	5,850
Oak St	Hillsborough-Greensboro	\$ 94,985	\$ -	94,985
Pine	Greensboro-Hillsborough	\$ 92,675	\$ -	92,675
Pleasant	Greensboro-Crest	\$ 39,845	\$ -	39,845
Quail Roost	Lisa-Hillsborough	\$ 71,500	\$ -	71,500
Shelton	Oak-Carrboro Elem.	\$ 74,250	\$ -	74,250
Williams	N.Greensboro-Williams Park	\$ 13,200	\$ -	13,200
Bond issuance costs + undesignated sidewalk funds		\$ 126,227	\$ -	126,227
<i>Total</i>		\$ 1,603,262	\$ 111,128	\$ 1,714,390
MISCELLANEOUS SIDEWALKS, FY04-05				
Old Fayetteville	Jones Ferry-Autmun Woods, Carolina Springs to Carrboro Plaza Park N Ride Lot (E-4545)	\$ 78,865	\$ 73,025	\$ 151,890
Carr Court	Wesley-Hargraves/Brewer Lane(E4781)	\$ 18,588	\$ 74,351	\$ 92,939
Jones Ferry	Jones Ferry	\$ 4,500	\$ 18,000	\$ 22,500
<i>Total</i>		\$ 101,953	\$ 165,376	\$ 267,329
Grand Total		\$ 1,705,215	\$ 276,504	\$ 1,981,719
*Hanna Street - Bond funds originally set aside, however, other revenues recently became available to support this project				

Sidewalks continued; future projects

The following table shows a summary of future sidewalk projects as listed in alphabetical order and not the order of priority.

Location	Project Limits	Town's Share of Cost	Intergovernmental Revenue	Total Cost
Autumn	Barrington-Horne Hollow	\$ 46,110	\$ -	46,110
Barnes	Jones Ferry-King	\$ 43,875	\$ -	43,875
Barrington Hills	Hillsborough-Autumn	\$ 102,816	\$ -	102,816
Bel Arbor Path	Bel Arbor-Simpson	\$ 90,015	\$ -	90,015
Blueridge	Hillsborough-Spring Valley	\$ 82,160	\$ -	82,160
Bolin Creek	Wild Oak-end	\$ 136,785	\$ -	136,785
Bolin Forest	Greensboro-Bolin Creek	\$ 87,010	\$ -	87,010
Carol	Old Fayetteville-Lorraine	\$ 173,635	\$ -	173,635
Carr	Greensboro-end	\$ 36,135	\$ -	36,135
Carr	Greensboro-Maple	\$ 16,500	\$ -	16,500
Center	Short-Weaver	\$ 16,500	\$ -	16,500
Culbreth	Smith Level-Town Line	\$ 32,500	\$ -	32,500
Davie	Fidelity-Main	\$ 46,915	\$ -	46,915
Eugene	Wesley-end	\$ 55,832	\$ -	55,832
Gary	Poplar-Keith	\$ 42,640	\$ -	42,640
Greensboro	Carr-Roberson	\$ 6,500	\$ -	6,500
High	Main-Hillsborough	\$ 68,035	\$ -	68,035
Hill	Lloyd-Broad	\$ 9,425	\$ -	9,425
Hillsborough	Main-Simpson	\$ 121,875	\$ -	121,875
Jones Ferry	Main-Alabama	\$ 97,500	\$ -	97,500
King	Allen-Barnes	\$ 21,093	\$ -	21,093
Laurel	Jones Ferry-end	\$ 61,930	\$ -	61,930
Laurel	Town Parking Lot-Jones Ferry	\$ 6,500	\$ -	6,500
Lisa	Quail Roost-Carol	\$ 84,040	\$ -	84,040
Lorraine	Hillsborough-James	\$ 106,150	\$ -	106,150
Main	Fidelity-Poplar	\$ 12,350	\$ -	12,350
Main	Hillsborough-NC54	\$ 139,750	\$ -	139,750
Maple	Carr-end	\$ 46,750	\$ -	46,750
Maple	Carr-Roberson	\$ 11,000	\$ -	11,000
Merritt Mill	Cameron-Brewer	\$ 55,000	\$ -	55,000
Milton	Cheek-Greensboro	\$ 47,135	\$ -	47,135
Morningside	Greensboro-Blueridge	\$ 59,735	\$ -	59,735
NC 54	Main-Old Fayetteville	\$ 92,675	\$ -	92,675
Oak Ave	Weaver-Greensboro	\$ 116,105	\$ -	116,105

Sidewalks continued; future projects continued

Location	Project Limits	Town's Share of Cost	Intergovernmental Revenue	Total Cost
Old Fayetteville	McDougle M.S.-NC 54 (U-3100B)*	\$ 25,643	\$ 2,054,357	2,080,000
Oleander	NC 54-Gary	\$ 41,048	\$ -	41,048
Phipps	Lorraine-Simpson	\$ 44,715	\$ -	44,715
Poplar	Greensboro-Main	\$ 107,855	\$ -	107,855
Prince	King-end	\$ 16,673	\$ -	16,673
Queen	Barnes-Prince	\$ 17,765	\$ -	17,765
Rainbow	Lisa-Hillsborough	\$ 147,070	\$ -	147,070
Roberson	Greensboro-Sweet Bay	\$ 40,300	\$ -	40,300
Short	Center-Greensboro	\$ 10,205	\$ -	10,205
Simpson	Main-Hillsborough	\$ 123,420	\$ -	123,420
Smith Level	Morgan Creek-Rock Haven(U-2803)*	\$ 66,300	\$ 3,404,700	3,471,000
Spring Valley	Morningside-Pathway	\$ 50,928	\$ -	50,928
Strowd	Old Fayetteville-Anderson Park	\$ 49,500	\$ -	49,500
Wild Oak	Bolin Creek-pathway	\$ 20,680	\$ -	20,680
	Total	\$ 2,935,075	\$ 5,459,057	8,394,132

* Intergovernmental Revenue includes cost for entire state road improvement including sidewalks

Note: The cost of future sidewalks listed exceeds the bond funding approved by the community. It is anticipated that a few of these projects will go unfunded or be supported by revenues not yet identified.

Sidewalk cost estimates are based on typical costs per lineal foot of other sidewalk projects in Carrboro

Park Maintenance and Replacement Fund

Project Description

Providing for an annual allocation for park maintenance and replacement will provide for much needed perennial maintenance needs on a consistent basis. This concept, modeled after the Town's street resurfacing funding program, will offset costs such as field maintenance, an erosion control study for Anderson Park Pond, court resurfacing, and refurbishment of the Wilson Park restroom facilities.

Define Problem

Park maintenance needs have been deferred and then funded without support of a long-range schedule or plan to ensure the orderly rehabilitation of the town's parks. This approach can pose liability risks and time constraints in managing park infrastructure that is in a state of disrepair. Court resurfacing for park tennis courts and basketball courts are needed every five to seven years. Ongoing contingency funds of \$7,000 per year are requested to fund small park repairs as needed.

Project Alternatives: Continue to budget when needed and continue to pursue funding for needs until resources are identified.

Recommended Solutions: Set aside an annual allocation to ensure funding for ongoing park maintenance and replacement needs.

Operating Impact: The orderly replacement and maintenance of facilities and associated equipment minimizes the additional maintenance costs incurred when facilities are in a state of disrepair.

PROJECT COST ESTIMATES

Elements	ACTUAL 6/30-03	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Planning/Arch/Eng			\$ 10,000						\$ 10,000
Land/ROW									\$ -
Construction			\$ 5,300	\$ 177,550	\$ 19,800				\$ 202,650
Equip/Furnishing									\$ -
Other			\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 42,000
Contingencies									\$ -
TOTAL	\$ -	\$ -	\$ 22,300	\$ 184,550	\$ 26,800	\$ 7,000	\$ 7,000	\$ 7,000	\$ 254,650

FUNDING SOURCES

Revenue Source	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Installment Financing								\$ -
GO Bond								\$ -
Capital Reserves								\$ -
Intergovernmental Revenues								\$ -
General Fund Operating Revenues		\$ 22,300	\$ 184,550	\$ 26,800	\$ 7,000	\$ 7,000	\$ 7,000	\$ 254,650
Miscellaneous - Payment in Lieu								\$ -
Total Funding	\$ -	\$ -	\$ 22,300	\$ 184,550	\$ 26,800	\$ 7,000	\$ 7,000	\$ 254,650

Anderson Park Basketball Court Resurfacing	\$ 5,300
Erosion Control Study - Anderson Park Dam	\$ 10,000
Repair Contingency	\$ 7,000
FY04-05	\$ 22,300

Anderson Park Tennis Court Resurfacing	\$ 9,800
Carr Basketball Court Resurfacing	\$ 2,750
Anderson Dam - Repairs	\$ 25,000
Wilson Park Bathroom Facility	\$ 140,000
Repair Contingency	\$ 7,000
FY05-06	\$ 184,550

Wilson Tennis Courts Resurfacing	\$ 9,800
Anderson Dam - Repairs	\$ 10,000
Repair Contingency	\$ 7,000
FY06-07	\$ 26,800

All other years, Repair Contingency	\$ 7,000
-------------------------------------	----------

Roberson Place Bikeway

Project Description

Development of the Roberson Place bikepath will provide bicyclists and pedestrians an alternative route between South Greensboro Street and the Libba Cotton Bikeway. The bikepath will serve as an excellent connection between southern Carrboro, downtown Carrboro, and UNC-Chapel Hill. Land for this bikeway has already been purchased. The Town

recently received funding from the N.C. Department of Transportation (NCDOT) and the Durham-Chapel Hill-Carrboro Metropolitan Planning Organization (MPO) to construct the Roberson Place Bikepath. Currently, the Town is obtaining temporary easements needed to construct the bikepath.

Define problem

The Board of Aldermen, in 1996, issued a conditional use permit (CUP) for the Roberson Place development. The development provided for a 20-foot easement for a bike path between Rand Road and Wesley Street on a new location.

Project Alternatives

An alternative to the expansion of the town's bikeway system is continuing with the existing facilities or to limit expansion of the existing system in conjunction with new development activities. The town could also consider acquiring rights-of-way in advance of state funding for bike path facilities.

Recommended Solution: N/A

Operating impact

The impact of maintaining bikeways is minimal, requiring temporary seasonal labor. Given progress on this project, operating impact is anticipated in FY05-06.

PROJECT COST ESTIMATES

Elements	ACTUAL 6/30-03	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Planning/Arch/Eng		\$ 22,454							\$ 22,454
Land/ROW	\$ 28,120								\$ 28,120
Construction		\$ 112,271							\$ 112,271
Equip/Furnishing									\$ -
Other		\$ 1,880							\$ 1,880
Contingencies		\$ 22,454							\$ 22,454
TOTAL	\$ 28,120	\$ 159,059	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 187,179

FUNDING SOURCES

Revenue Source	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Installment Financing								\$ -
GO Bond								\$ -
Capital Reserves	\$ 28,120	\$ 13,280						\$ 41,400
Intergovernmental Revenues	\$ 145,779							\$ 145,779
General Fund Operating Revenues								\$ -
Miscellaneous - Payment in Lieu								\$ -
Total Funding	\$ 28,120	\$ 159,059	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 187,179

OPERATING BUDGET EFFECTS

Elements	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Personnel Costs			\$ 3,000					\$ 3,000
Operating and Maintenance								\$ -
Capital Outlays								\$ -
Total Operating Costs	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000
<i>Minus New Revenues*</i>								\$ -
Net Operating Effect	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000
New Personnel (FTE)								0.0

Town Parking Lots

Project Description

This project will satisfy the need to maintain public parking in the downtown to support the commercial business district and ensure that the current number of parking spaces located in the central business remain. In the 1999 CIP, three parking lots were identified in the downtown area as suitable for public parking. One parking lot was purchased this summer, at the corner of Rosemary Street and Sunset Drive, at a cost of \$114,000. The Town is in the process of negotiating for a second parking lot on South Greensboro Street. A third lot is being sought for purchase.

Define the problem

Parking in the downtown has always been limited to private parking facilities associated with businesses until the town developed the parking lots currently under its control. The problem is that as the vacant properties in downtown are developed for commercial use, the lots that are currently leased by the town, as parking lots become more attractive to developers for building purposes. If the town owned the lots, which it does not, this would not be an issue. The current lots are leased with a 90-day clause that would allow either the lessee or the lessor to terminate the contract without penalty. The Town only pays the annual town

and county tax assessment levied on the properties. The owners could earn a great deal more money if they were to develop or sale the parking lot properties.

If the Town does not buy the property now, the properties will only become more expensive and more unaffordable to buy and develop.

Project Alternative:

An alternative to buying the properties would be to change the ordinance so that the properties in the downtown could be developed without concern for parking needs. Another option would be to develop a parking facility that could be financed via a public-private partnership. The parking facility might be in the form of a parking deck. Parking deck space costs approximately \$7,000 per space to develop.

Recommended Solution: Continue to pursue purchase of the parking lots. The Downtown Traffic Circulation Study will be underway in the upcoming year and will provide further guidance on workable parking solutions.

Operating impact:

The operating budget impact would be the ongoing maintenance and upkeep once the lots are paved. The lots are currently maintained as gravel lots at this time and therefore should not immediately cost the town more in maintenance and upkeep.

PROJECT COST ESTIMATES

Elements	ACTUAL 6/30-03	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Planning/Arch/Eng	\$ 1,500		\$ 385,900			\$ -			\$ 387,400
Land/ROW		\$ 114,479							\$ 114,479
Construction									\$ -
Equip/Furnishing									\$ -
Other									\$ -
Contingencies									\$ -
TOTAL	\$ 1,500	\$ 114,479	\$ 385,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 501,879

FUNDING SOURCES

Revenue Source	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Installment Financing	\$ 114,100	\$ 385,900						\$ 500,000
GO Bond								\$ -
Capital Reserves	\$ 1,500	379						\$ 1,879
Intergovernmental Revenues								\$ -
General Fund Operating Revenues								\$ -
Miscellaneous - Payment in Lieu								\$ -
Total Funding	\$ 1,500	\$ 114,479	\$ 385,900	\$ -	\$ -	\$ -	\$ -	\$ 501,879

OPERATING BUDGET EFFECTS

Elements	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Personnel Costs								\$ -
Operating and Maintenance								\$ -
Capital Outlays								\$ -
Total Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Minus New Revenues*								\$ -
Net Operating Effect	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Personnel (FTE)								0.0

Public Works Facility

Project Description

A new facility is needed to move the Public Works Department from its current location which is located within a designated flood plain. In addition, a more modern structure is needed to conduct operations and provide adequate storage.

Define Problem

Approximately forty percent of the current public works facility is located within a designated flood plain. It is currently located on 2.5 acres. Indications are that new federal regulations for storm water will require the relocation of the facility

outside the flood plain within eight years. The Public Works Director also projects that the department will outgrow the current facility in five years and has reached maximum storage capacity. The Public Works facility has approximately twenty percent or a total of twenty pieces of equipment and vehicles that are not protected from the elements of the weather.

Project Alternatives

Remain in current facility.

Recommended Solution

The Town has committed to constructing a public works facility in the future and has demonstrated this commitment with the recent purchase of approximately 23 acres off of Old NC 86. However, given other priorities in the CIP, construction of the facility remains unfunded through FY09-10 (reference Appendix, page 3.5).

Operating Budget

Daily and annual operating costs would increase in correlation with the increase in facility size. Estimated increase is \$17,000 annually.

PROJECT COST ESTIMATES

Elements	ACTUAL 6/30-03	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Planning/Arch/Eng	\$ 4,355								\$ 4,355
Land/ROW	\$ 751,881								\$ 751,881
Construction		\$ -							\$ -
Equip/Furnishing									\$ -
Other	\$ 250	\$ 5,000							\$ 5,250
Contingencies	\$ 5,514	\$ 5,514							\$ 5,514
TOTAL	\$ 756,486	\$ 10,514	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 767,000

FUNDING SOURCES

Revenue Source	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Installment Financing	\$ 756,486	\$ 10,514						\$ 767,000
GO Bond								\$ -
Capital Reserves								\$ -
Intergovernmental Revenues								\$ -
General Fund Operating Revenues								\$ -
Miscellaneous - Payment in Lieu								\$ -
Total Funding	\$ 756,486	\$ 10,514	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 767,000

OPERATING BUDGET EFFECTS

Elements	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Personnel Costs								\$ -
Operating and Maintenance								\$ -
Capital Outlays								\$ -
Total Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Minus New Revenues*								\$ -
Net Operating Effect	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Personnel (FTE)								0.0

Adams Tract

Project Description

The Board of Aldermen and residents have expressed a long-standing desire to protect the Bolin Creek Corridor through land preservation. Acquisition of the Adams Tract would be a keystone addition to the area's parks and greenways. It would be connected to the proposed greenway along Bolin Creek that would link Carrboro and Chapel Hill trails together while protecting water quality.

Define Problem

Preservation of the property will help protect the creek which eventually flows to a source of water. The town believes the value and beauty of the property is best kept in its natural state and in the public domain. Preservation of the property meshes with the greenway development plans along the remainder of Bolin Creek within Carrboro's jurisdiction.

Project Alternatives

The property could be developed and thus no longer remain in a natural state.

Recommended Solution

Acquire the Adams Tract and add this tract to the greenways system development process and master plan.

Operating Budget

The operating impact is unknown at this point. Potentially, park development and maintenance budgets may be affected.

PROJECT COST ESTIMATES

Elements	ACTUAL 6/30-03	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Planning/Arch/Eng									\$ -
Land/ROW		\$ 1,600,000							\$ 1,600,000
Construction									\$ -
Equip/Furnishing									\$ -
Other									\$ -
Contingencies									\$ -
TOTAL	\$ -	\$ 1,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,600,000

FUNDING SOURCES

Revenue Source	ACTUAL 6/30-03	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Installment Financing		\$ 600,000							\$ 600,000
GO Bond									\$ -
Capital Reserves									\$ -
Intergovernmental Revenues		\$ 1,000,000							\$ 1,000,000
General Fund Operating Revenues									\$ -
Miscellaneous - Payment in Lieu									\$ -
Total Funding	\$ -	\$ 1,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,600,000

OPERATING BUDGET EFFECTS

Elements	ACTUAL 6/30-03	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Personnel Costs									\$ -
Operating and Maintenance									\$ -
Capital Outlays									\$ -
Total Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Minus New Revenues*									\$ -
Net Operating Effect	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Personnel (FTE)									0.0

Greenways

Project Description

The objective of this project is to provide a system of trails along major creeks in Carrboro's Planning Area and to coordinate these improvements to link with existing and planned trails in Chapel Hill and Orange County and to link neighborhoods and park facilities. The development of these trails is proposed by the Carrboro Recreation and Parks Comprehensive Master Plan and supported by the Carrboro Vision 2020. Through the Metropolitan Planning Organization project funding process, the Town has secured financing for two greenways proposed for construction: the Morgan Creek

Greenway from University Lake to Smith Level Road, and the Bolin Creek Greenway from Estes Drive to Homestead Road.

Define Problem

The town has acquired a number of properties or public access easements along major creek corridors and has adopted as an element of the Parks and Recreation Master Plan a plan for greenways. If the town wishes to establish a system of trails along these corridors then the activities proposed by this project should be implemented.

Project Alternatives

An alternative to creating a system of greenways is to create selected linear parks or to simply continue without greenway facilities. In either event the town may wish to continue accepting the donation of easements and/or property along its major streams for environmental protection and flood control purposes.

Recommended Solutions

Two separate trail systems are proposed by the "Carrboro Recreation and Parks Comprehensive Master Plan", the "Morgan Creek Greenway" and the "Bolin Creek Greenway". The Morgan Creek

Greenway is 3 miles in length, connects with Chapel Hill's system at the Smith Level Road and continues west to link with the University Lake Property. The Bolin Creek Greenway system also has the potential to link with Chapel Hills system and will eventually stretch 7 miles throughout Carrboro's northern planning area. Other phases of greenway trails have been proposed but are currently unfunded.

Operating Impact

The creation of a greenway system will over time require additional personnel and equipment for maintenance as well as police personnel for added security.

PROJECT COST ESTIMATES

Elements	ACTUAL 6/30-03	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Planning/Arch/Eng			\$ 50,000		\$ 70,000				\$ 120,000
Land/ROW									\$ -
Construction					\$ 600,000		\$ 737,500		\$ 1,337,500
Equip/Furnishing									\$ -
Other									\$ -
Contingencies									\$ -
TOTAL	\$ -	\$ -	\$ 50,000	\$ -	\$ 670,000	\$ -	\$ 737,500	\$ -	\$ 1,457,500

FUNDING SOURCES

Revenue Source	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Installment Financing								\$ -
GO Bond		\$ 10,000		\$ 134,000		\$ 147,500	\$ -	\$ 291,500
Capital Reserves								\$ -
Intergovernmental Revenues		\$ 40,000		\$ 536,000		\$ 590,000		\$ 1,166,000
General Fund Operating Revenues								\$ -
Miscellaneous - Payment in Lieu								\$ -
Total Funding	\$ -	\$ -	\$ 50,000	\$ -	\$ 670,000	\$ -	\$ 737,500	\$ 1,457,500

OPERATING BUDGET EFFECTS

Elements	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Personnel Costs								\$ -
Operating and Maintenance								\$ -
Capital Outlays								\$ -
Total Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Minus New Revenues*</i>								\$ -
Net Operating Effect	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Personnel (FTE)								0.0

Hillsborough Road Park

Project Description:

The Town of Carrboro purchased 9.5 acres of land located in the Hillsborough Road/Pathway Drive area in November of 1999. It was designated a neighborhood park. A committee was appointed and Site Solutions selected to serve as the consultant to design the park. The project was tabled in October 2000 because a decision was not made on the connector road and its relationship to the park. This project includes park and road development. In

October of 2003 the Board approved a road alignment concept and requested the design committee to work along with the consultant to complete the park design

Define Problem

A neighborhood park should be located in the Hillsborough Road area to accommodate the surrounding neighborhoods. Wilson Park is the closest neighborhood park in this area; however the service radius does not serve the neighborhoods that the

proposed park project is intended to serve; nor will it accommodate the ultimate growth North of Hillsborough Road from the Old Fayetteville to Calvander intersection. Currently, there is not a neighborhood park available for the northern area of Town, making this site a suitable project.

Project Alternatives

The Recreation and Parks Comprehensive Master Plan recommends a mini-park on

PROJECT COST ESTIMATES

Elements	ACTUAL 6/30-03	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Planning/Arch/Eng	\$ 22,075	\$ 20,457			\$ 69,201	\$ 138,406	\$ 69,201		\$ 319,340
Land/ROW	\$ 552,700								\$ 552,700
Construction						\$ 205,715	\$ 411,431		\$ 617,146
Equip/Furnishing						\$ 1,014,240			\$ 1,014,240
Other	\$ 1,016								\$ 1,016
Contingencies							\$ 239,582		\$ 239,582
TOTAL	\$ 575,792	\$ 20,457	\$ -	\$ -	\$ 69,201	\$ 1,358,361	\$ 720,214	\$ -	\$ 2,744,025

FUNDING SOURCES

Revenue Source	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Installment Financing	\$ 274,000	\$ -	\$ -	\$ -	\$ 69,201	\$ 1,358,361	\$ 720,214	\$ 2,421,776
GO Bond								\$ -
Capital Reserves								\$ -
Intergovernmental Revenues								\$ -
General Fund Operating Revenues	\$ 22,792	\$ 20,457						\$ 43,249
Miscellaneous - Payment in Lieu	\$ 279,000							\$ 279,000
Total Funding	\$ 575,792	\$ 20,457	\$ -	\$ -	\$ 69,201	\$ 1,358,361	\$ 720,214	\$ 2,744,025

OPERATING BUDGET EFFECTS

Elements	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Personnel Costs						\$ 58,555		\$ 58,555
Operating and Maintenance						\$ 5,000		\$ 5,000
Capital Outlays						\$ 21,000		\$ 21,000
Total Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 84,555	\$ -	\$ 84,555
Minus New Revenues*			\$ -					\$ -
Net Operating Effect	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 84,555	\$ -	\$ 84,555
New Personnel (FTE)						2.0		2.0

Pathway Drive primarily because the Town owns some dedicated land in that area. The park would accommodate only a ¼ mile service radius and facilities would be limited.

Recommended Solution

Develop a community park on Hillsborough Road.

Operating Budget

The Public Works Department will need to hire two (2) full-time positions and seasonal help to maintain the park. Mowers and other supplies will be needed to maintain the park grounds.

Local Road Improvements

Project Description

This project is to upgrade local streets that are substandard to minimum surface, width, and construction standards according to street classification requirements. The majority of local road improvements needed are funded via a street assessment petition process whereby adjoining property owners petition for their street to be upgraded and paved. Once approved, the Town budgets the total cost with a 50% reimbursement from the property owners

over a five-year period. Only one project, Quail Roost Drive, has been petitioned and budgeted for. Another project, Rand Road Extension, which is not subject to assessment petition requirements, proposes to connect the existing Rand Road with the southern terminus of Purple Leaf Place thereby providing egress (one-way out) from Roberson Place to South Greensboro Street and full (two-way) access for emergency vehicle, bike, and pedestrian traffic.

Define Problem

This project is designed to upgrade local roads that are substandard in regard to minimum surface, width, and construction standards according to street classification requirements. In the Rand Road Extension project, the developers of Roberson Place subdivision have posted a letter of credit in the amount of \$28,049 (valid until August 22, 2005) to provide for the construction of a connecting roadway as well as resurfacing Rand Road. The Rand

Road project supports and provides public access from the Roberson Place Bike and Pedestrian Path which currently underway (see separate project description information).

PROJECT COST ESTIMATES

Elements	ACTUAL 6/30-03	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Planning/Arch/Eng									\$ -
Land/ROW		\$ 35,000							\$ 35,000
Construction			\$ 106,049						\$ 106,049
Equip/Furnishing									\$ -
Other									\$ -
Contingencies									\$ -
TOTAL	\$ -	\$ 35,000	\$ 106,049	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 141,049

FUNDING SOURCES

Revenue Source	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Installment Financing		\$ 39,000						\$ 39,000
GO Bond								\$ -
Capital Reserves	\$ 35,000							\$ 35,000
Intergovernmental Revenues								\$ -
General Fund Operating Revenues								\$ -
Miscellaneous - Payment in Lieu		\$ 67,049						\$ 67,049
Total Funding	\$ -	\$ 35,000	\$ 106,049	\$ -	\$ -	\$ -	\$ -	\$ 141,049

OPERATING BUDGET EFFECTS

Elements	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Personnel Costs								\$ -
Operating and Maintenance								\$ -
Capital Outlays								\$ -
Total Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Minus New Revenues*								\$ -
Net Operating Effect	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Personnel (FTE)								0.0

Project Alternatives

Leave roads as they are.

Recommended Solution

The recommended solution is that the following streets be upgraded to meet minimum standards. At this time, only two roads, Quail Roost Drive and Rand Road extensions are proposed. There are other local road improvements that could be conducted such as Davie Road,

Deer and Lisa Streets, and Rainbow and Dove Streets. These roads need to be widened to include curb and gutter. They also in some cases would need a stormwater swale section. However, no citizen petitions have come forwarded and the projects currently remain unfunded.

Operating Impact

Quail Roost, Deer, Lisa, Rainbow and Dove Streets will require the Town to budget the total cost with a 50% reimbursement by the adjoining property owners. The cost of maintaining unpaved street will be eliminated once these roads are paved; however, these streets and the Rand Road extension will be added to the Town's street resurfacing schedule.

Lease-Purchase Schedule for Vehicles and Equipment

Project Description

The Town's fiscal policy and practices are such that provisions will be made for adequate maintenance of town vehicles and equipment and for their orderly rehabilitation and replacement, within available revenue and budgetary limits. The Town funds vehicle and equipment (exceeding \$25,000 per item) additions and replacements using installment financing. An inventory of these needs is presented on the following pages.

Define problem

Maintenance of capital assets is one of many important criteria used by credit rating agencies to assess the fiscal health and credit rat-

ing of an organization. In addition, regular and appropriate replacement cycles ensure an efficient service delivery system that is not hampered by time lost to labor, repairs, broken parts, in maintaining outdated equipment or vehicles. The Town has traditionally used installment financing to ensure regular replacement of the Town's rolling stock and on occasion to purchase high-cost equipment that is replaced or needed on an infrequent basis.

Project Alternatives

When vehicles or equipment are not replaced on a consistent schedule, excessive downtime or staff labor may be used toward maintaining broken equipment or vehicles. This could

disrupt services provided by the Town in a detrimental way that affects service delivery or causes safety or liability concerns for the Town.

Recommended Solution

The Town should provide for the adequate maintenance of vehicles and equipment to ensure efficient and effective service delivery. The Public Works Department reviews all vehicle requests and makes recommendations based on replacement criteria identified in the Town's fiscal policies.

Operating Impact

The majority of items requested are replacement vehicles and thus operational costs are minimized by replacing the vehicles in a timely manner. However, for FY04-05, a generator is requested for the Century Center to enable emergency operations to continue in the event of a natural disaster and playground equipment is requested for several parks in town. The lifespan of playground equipment is roughly 12-15 years. Upon funding the recommended playgrounds in Anderson, Baldwin, and Simpson Street parks, no playground equipment will need to be replaced prior to FY09-10. No additional operating costs are expected as a result of purchasing these items.

PROJECT COST ESTIMATES

Elements	ACTUAL 6/30-03	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Planning/Arch/Eng									\$ -
Land/ROW									\$ -
Construction									\$ -
Equip/Furnishing	\$ 567,012	\$ 543,192	\$ 1,009,500	\$ 567,235	\$ 549,600	\$ 633,875	\$ 745,152	\$ 437,343	\$ 5,052,909
Other									\$ -
Contingencies									\$ -
TOTAL	\$ 567,012	\$ 543,192	\$ 1,009,500	\$ 567,235	\$ 549,600	\$ 633,875	\$ 745,152	\$ 437,343	\$ 5,052,909

FUNDING SOURCES

Revenue Source	ACTUAL 6/30-03	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Installment Financing	\$ 567,012	\$ 543,192	\$ 1,009,500	\$ 567,235	\$ 549,600	\$ 633,875	\$ 745,152	\$ 437,343	\$ 5,052,909
GO Bond									\$ -
Capital Reserves									\$ -
Intergovernmental Revenues									\$ -
General Fund Operating Revenues									\$ -
Miscellaneous - Payment in Lieu									\$ -
Total Funding	\$ 567,012	\$ 543,192	\$ 1,009,500	\$ 567,235	\$ 549,600	\$ 633,875	\$ 745,152	\$ 437,343	\$ 5,052,909

OPERATING BUDGET EFFECTS

Elements	ACTUAL 6/30-03	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10 AND BEYOND	TOTAL PROJECT
Personnel Costs									\$ -
Operating and Maintenance									\$ -
Capital Outlays									\$ -
Total Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Minus New Revenues*</i>									\$ -
Net Operating Effect	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Personnel (FTE)									0.0

Lease-Purchase Schedule, continued

The following table provides a breakdown, by fiscal year, of the cost estimates provided in the previous table.

Fiscal Year 2004-2005		
addition	Generator	\$ 80,000
replacement	playground equipment - Anderson Preschool equipment	\$ 30,000
replacement	playground equipment - Baldwin	\$ 40,000
replacement	playground equipment - Simpson Street	\$ 15,000
replacement	Patrol Vehicles (6)	\$ 138,000
replacement	Pumper Truck	\$ 350,000
1990 JCB #59	St. Backhoe	\$ 82,500
1995 Toro #97	L&G Utility Workman	\$ 30,000
1994 Ford #41	St. 1 ton Utility Truck	\$ 42,500
1993 Ford #35	St. Dump Truck	\$ 65,000
1988 Chevrolet S-10TK	Mgt. Svcs Pickup Truck - replace #007	\$ 17,500
1996 Ford Crown Vic	Police Investigation vehicle - replace #167	\$ 23,000
1995 Chevrolet Caprice	Planning and Zoning pickup truck - replace #163	\$ 17,500
addition	Streets 1-ton Utility Truck	\$ 42,500
1995 Ford Van	Recreation van with wheelchair lift- replace #18	\$ 36,000
	TOTAL	\$ 1,009,500
Fiscal Year 2005-2006		
1998 Ford Crown Vic	Police Investigations vehicle - replace #173	\$ 24,000
replacement	Patrol Vehicles (6)	\$ 144,000
1995 EVO #53	S.W Side loading refuse truck	\$ 170,000
1995 White GMC #51	S.W. Front loading refuse truck	\$ 168,000
addition	3/4 ton Pickup Truck, Street Division	\$ 37,000
1995 Ford Truck F- 150	Planning and Zoning truck - replace #138	\$ 24,235
	TOTAL	\$ 567,235

Lease-Purchase Schedule, continued

Fiscal Year 2006-2007		
replacement	Patrol Vehicles (6)	\$ 150,000
1999 Chevrolet Lumina	Police Investigations vehicle - replace # 168	\$ 25,200
1999 Fd Expedition	Fire Department, Replace #981 (Fire Chief)	\$ 45,500
1999 Fd Expedition	Fire Department, Replace #983 (Deputy Fire Chief)	\$ 35,500
1997 Ford#24	L&G Pickup Truck 4 door	\$ 30,500
1993 LeeBoy #62	Street Motor Grader	\$ 96,000
1995 Inter. #36	St. Dump Truck	\$ 69,900
1995 Ford Truck #10	F.M Pickup Truck	\$ 27,000
1995 Ford Truck #90	L&G Pickup truck	\$ 27,000
1989 Chevrolet Van	Mgt Svcs - replace #006	\$ 23,000
1997 Ford Truck	Police truck ranger - replace K9	\$ 20,000
	TOTAL	\$ 549,600
Fiscal Year 2007-2008		
replacement	Patrol Vehicles	\$ 156,000
2000 Ford Explorer	Fire Department, Replace #984 (Fire Marshal)	\$ 37,275
addition	1 ton Dump Truck, Streets	\$ 34,700
1999 Ford #26	L&G Dump Truck	\$ 35,000
1995 Inter. #37	St. Dump Truck	\$ 69,900
1997 Ford #25	L&G Pickup Truck	\$ 28,500
1995 Inter dump truck	Streets dump truck - replace #36	\$ 69,900
2000 Crane Carrier	Solid Waste rear loader - replace # 46	\$ 169,000
2000 Chevrolet Impala	Fleet Maintenance - replace #009	\$ 33,600
	TOTAL	\$ 633,875

Lease-Purchase Schedule, continued

Fiscal Year 2008-2009		
replacement	Patrol Vehicles (6)	\$ 162,000
1987 Case #45	L&G Case Tractor	\$ 40,500
1998 Ford #47	Solid Waste Ford truck	\$ 29,925
1999 Volvo #50	Solid Waste Front loader	\$ 193,200
1996 Ford #38	Street Ford truck, 1-ton utility	\$ 36,435
1999 Ford Truck F-150	Planning pickup truck - replace #137	\$ 29,925
2001 Chevrolet Blazer	Investigations vehicle - replace # 188	\$ 27,000
1995 LeeBoy Roller	Streets - LeeBoy Roller - Replace # 39	\$ 32,967
2001 Volvo Front Loader	Solid Waste - replace #56	\$ 193,200
	TOTAL	\$ 745,152
Fiscal Year 2009-2010		
replacement	Patrol Vehicles (6)	\$ 168,480
1999 Ford Explorer	Public Works Administration - replace #001	\$ 40,250
1999 Ford Truck F-150	Public Works - replace #14	\$ 27,642
2001 Chevrolet Boom truck	Solid Waste - replace #57	\$ 92,137
2001 Ford Crown Vic	Police - replace #190	\$ 28,350
2001 Chevrolet Blazer	Planning and Zoning - replace # 135	\$ 27,642
1999 Ford Truck F-150	Planning and Zoning - replace # 136	\$ 27,642
2002 Chevy Impala	Investigations vehicle - replace #193	\$ 25,200
	TOTAL	\$ 437,343

Impact of Capital Improvement Plan on Operating Budget and the Town's Fiscal Health

The CIP planning process includes a financial analysis and narrative on the impact of the CIP on the Town's financial condition and includes an analysis of debt burden, debt service and other operational costs, and tax rate impact. Debt ratios are monitored by the Local Government Commission and credit rating industries and provide information on the Town's fiscal health.

Credit rating firms, in assessing a town's financial condition, review the debt ratios. Currently, the Town holds a credit rating of A+ with Standard and Poors and a grade of 81 with the North Carolina Municipal Council. These are considered very favorable ratings, particularly for municipalities similar to Carrboro.

The recommended CIP actually proposes spending and borrowing \$29.2 million dollars to fund projects over a six-year period and the debt analyses that follow project the impact of borrowing this amount. The debt service payment is based on an interest rate of 6.0% for 15 years for installment financing and 20 years for general obligation bonds. In addition, the amounts needed to finance capital projects via cash (capital reserves or general fund contribution) are also considered.

Debt Service Ratios

Debt load is a large expenditure that credit rating industries monitor. Debt is an obligation resulting from the borrowing of money. The Town's debt structure primarily consists of installment financing and GO bond debt to support its capital improvements and equipment and vehicle replacements.

Credit rating firms analyze the ability of governments to measure debt in numerous ways. Under favorable circumstances, debt:

- is proportionate in size and growth to the government's tax base,
- does not extend past the facilities' useful life which it finances,
- is not used to balance the operating budget,
- does not put excessive burdens on operating expenditures, and
- is not so high as to jeopardize the credit rating.

Numerous indicators are used to evaluate ability to repay as well as the government's capacity to incur debt. One measure of a unit's debt capacity is debt expressed in terms of assessed or market valuation. The Town has embraced a fiscal policy on debt management that promotes using an objective and analytical approach to determine the amount of debt to be considered for authorization and issuance. The Town compares its debt ratios to its peer population group as identified by the Local Government Commission (LGC) as a reference point to assess debt burden and ability to pay. The peer group, identified by the LGC, is based on municipalities with populations of 10,000 to 24,999. The LGC categorizes the following two debt ratios of each jurisdiction as being low, average, or high. The Town will strive to avoid the "high" debt burden. The spreadsheet on page 3.3 reviews the impact of financing projects recommended in the CIP.

For municipalities comparable to Carrboro in FY02-03, the average debt-to-assessed valuation ratio was .319%; a high level is considered 2.221%. Carrboro has very little bonded debt, having used primarily installment debt financing to purchase land and

facilities over the past seven years and thus has an average debt ratio when compared to peer jurisdictions. The debt-to-assessed valuation ratio for Carrboro, upon assuming \$14 million dollars in additional debt, will peak at approximately .92% in FY05-06, an amount three times greater than the current ratio. Overall, however, the Town's debt is far below the legal limit in the NC General Statutes (GS 159-55) that limits net debt to eight percent (8%) or less of a local government's total property valuation. That legal margin, based on the June 30, 2003 audited valuation, was \$80,827,158.

Debt service can be a major part of a government's fixed costs, and its increase may indicate excessive debt and fiscal strain; credit firms consider debt exceeding 20% of operating revenues as a potential problem. Ten percent is considered acceptable. As depicted, the Town's debt service as a percentage of the operating budget declines to 2.0% without assuming additional debt (except for Adams Tract and Fire Substation land purchases at \$730,000). Debt services hovers in the 10-11% range with the operating budget growing at 3% plus debt service incurred from additional debt.

Debt can also be monitored on a per capita basis. It is generally useful for communities that do not rely heavily on property taxes and that cannot easily compute a substitute revenue base for comparison. This is, however, an indicator that is monitored by the Local Government Commission and credit industry agencies as a measure of debt burden. The Town's per capita debt, even after borrowing \$14 million dollars, will increase to \$592 per capita. The average for comparable jurisdictions is \$222 per capita; \$1,904 per capita is considered a high ratio amongst the peer jurisdictions.

In summary, the debt ratios, while increasing over time, do not come close to the "high" debt burden as currently measured by the Local Government Commission. The more significant impact

of the CIP is the tax rate increases that are seen over the next five years should the Town pursue all of the projects recommended. The fiscal analysis reveals the difficulty the Town has sustaining large capital improvements on a tax base that has limited diversity and commercial base.

- i. "Evaluating Financial Condition, A Handbook for Local Government," ICMA, Sanford M. Groves and Maureen Godsey Valente, pp 75
- ii. "Evaluating Financial Condition, A Handbook for Local Government," ICMA, Sanford M. Groves and Maureen Godsey Valente, pp 83
- iii. Evaluating Financial Condition, A Handbook for Local Government," ICMA, Sanford M. Groves and Maureen Godsey Valente, pp 81

(This page is intentionally blank)

Summary Table of the Impact of CIP on Debt Ratios

DEBT SERVICE COSTS	FY02-03	FY03-04	FY04-05	FY05-06
TOTAL GO DEBT	\$ 213,847	\$ 188,434	\$ 162,161	\$ 115,843
TOTAL INSTALLMENT PURCHASE DEBT, LONG TERM	\$ 349,142	\$ 374,693	\$ 357,894	\$ 354,750
TOTAL INSTALLMENT PURCHASE DEBT, GENERAL FUND VEH/EQP	\$ 608,128	\$ 600,962	\$ 487,929	\$ 176,019
CURRENT DEBT SERVICE OBLIGATIONS	\$ 1,171,117	\$ 1,164,089	\$ 1,007,984	\$ 646,612
DEBT SERVICE COSTS, ADDITIONAL DEBT SERVICE, RECOMMENDED IN CIP				
GO DEBT SERVICE COSTS	\$ -	\$ -	\$ -	\$ 177,459
INSTALLMENT PURCHASE DEBT SERVICE COSTS, LONG TERM	\$ -	\$ -	\$ 92,467	\$ 163,462
INSTALLMENT PURCHASE DEBT SERVICE COSTS, GENERAL FUND VEH/EQP	\$ -	\$ -	\$ 356,287	\$ 558,292
FUTURE DEBT SERVICE, RECOMMENDED CIP	\$ -	\$ -	\$ 448,753	\$ 899,213
TOTAL DEBT SERVICE OBLIGATIONS, EXISTING & RECOMMENDED	\$ 1,171,117	\$ 1,164,089	\$ 1,456,737	\$ 1,545,825

TOTAL DEBT (OUTSTANDING PRINCIPAL)	FY02-03	FY03-04	FY04-05	FY05-06
GO BOND, LONG TERM DEBT (includes authorized but unissued bonds)	\$ 737,250	\$ 5,175,393	\$ 5,033,536	\$ 4,851,015
INSTALLMENT PURCHASE, LONG TERM DEBT	\$ 3,596,030	\$ 3,386,258	\$ 3,156,827	\$ 2,921,141
INSTALLMENT PURCHASE, GENERAL FUND VEH/EQP	\$ 635,751	\$ 660,041	\$ 252,619	\$ 63,949
CURRENT OUTSTANDING PRINCIPAL	\$ 4,969,031	\$ 9,221,692	\$ 8,442,982	\$ 7,836,106
ADDITIONAL DEBT (OUTSTANDING PRINCIPAL):				
GO BOND, LONG TERM DEBT	\$ -	\$ -	\$ -	\$ -
INSTALLMENT PURCHASE, LONG TERM DEBT	\$ -	\$ 730,000	\$ 1,264,875	\$ 2,763,725
INSTALLMENT PURCHASE, GENERAL FUND VEH/EQP	\$ -	\$ -	\$ 653,213	\$ 701,349
FUTURE OUTSTANDING PRINCIPAL	\$ -	\$ 730,000	\$ 1,918,089	\$ 3,465,074
TOTAL OUTSTANDING PRINCIPAL, EXISTING & RECOMMENDED	\$ 4,969,031	\$ 9,951,692	\$ 10,361,070	\$ 11,301,180

POPULATION (3% GROWTH)	17,460	17,984	18,523	19,079
PROJECTED ASSESSED VALUATION (GROSS - 5% GROWTH)	\$ 1,072,172,079	\$ 1,110,394,154	\$ 1,165,913,862	\$ 1,224,209,555

WITHOUT ADDITIONAL DEBT				
PROJECTED BUDGET (3% GROWTH W/O ADDITIONAL DEBT SERVICE)	\$ 13,370,429	\$ 14,180,075	\$ 14,697,944	\$ 15,138,882
ESTIMATED RATIOS				
% OUTSTANDING PRINCIPAL TO ASSESSED VALUATION*	0.463%	0.830%	0.724%	0.640%
% DEBT SVC TO TOTAL BUDGET	8.76%	8.21%	6.86%	4.27%
DEBT PER CAPITA	\$ 285	\$ 513	\$ 456	\$ 411

WITH ADDITIONAL DEBT				
PROJECTED BUDGET + ADDTL DEBT SVC	\$ 13,370,429	\$ 14,180,075	\$ 15,054,231	\$ 16,038,095
ESTIMATED RATIOS				
% OUTSTANDING PRINCIPAL TO ASSESSED VALUATION*	0.46%	0.90%	0.89%	0.92%
% DEBT SVC TO TOTAL BUDGET	8.76%	8.21%	9.68%	9.64%
DEBT PER CAPITA	\$ 285	\$ 553	\$ 559	\$ 592

DEBT RATIOS: PEER POPULATION (10,000-24,999), FY02-03	HIGH	AVERAGE	LOW
OUTSTANDING PRINCIPAL (DEBT) AS % OF ASSESSED VALUATION	2.221%	0.319%	0.001%
OUTSTANDING PRINCIPAL (DEBT) PER CAPITA	\$ 1,904	\$ 222	\$ -
CREDIT RATING INDUSTRY STANDARD:			
DEBT SERVICE AS A % OF THE OPERATING BUDGET	BUDGET STRAIN 20%	ACCEPTABLE 10%	\$ -

Continued...

DEBT SERVICE COSTS	FY06-07	FY07-08	FY08-09	FY09-10
TOTAL GO DEBT	\$ 112,325	\$ 108,824	\$ 105,289	\$ 26,701
TOTAL INSTALLMENT PURCHASE DEBT, LONG TERM	\$ 352,147	\$ 326,724	\$ 324,724	\$ 322,618
TOTAL INSTALLMENT PURCHASE DEBT, GENERAL FUND VEH/EQP	\$ 40,839	\$ 17,469	\$ -	\$ -
CURRENT DEBT SERVICE OBLIGATIONS	\$ 505,311	\$ 453,017	\$ 430,014	\$ 349,319
DEBT SERVICE COSTS, ADDITIONAL DEBT SERVICE, RECOMMENDED IN CIP				
GO DEBT SERVICE COSTS	\$ 172,619	\$ 355,769	\$ 345,802	\$ 476,387
INSTALLMENT PURCHASE DEBT SERVICE COSTS, LONG TERM	\$ 359,154	\$ 368,377	\$ 528,178	\$ 601,715
INSTALLMENT PURCHASE DEBT SERVICE COSTS, GENERAL FUND VEH/EQP	\$ 754,017	\$ 623,468	\$ 693,859	\$ 658,009
FUTURE DEBT SERVICE, RECOMMENDED CIP	\$ 1,285,791	\$ 1,347,614	\$ 1,567,840	\$ 1,736,110
TOTAL DEBT SERVICE OBLIGATIONS, EXISTING & RECOMMENDED	\$ 1,791,101	\$ 1,800,631	\$ 1,997,853	\$ 2,085,429

TOTAL DEBT (OUTSTANDING PRINCIPAL)	FY06-07	FY07-08	FY08-09	FY09-10
GO BOND, LONG TERM DEBT (includes authorized but unissued bonds)	\$ 4,668,495	\$ 4,400,525	\$ 4,132,555	\$ 3,876,448
INSTALLMENT PURCHASE, LONG TERM DEBT	\$ 2,679,216	\$ 2,453,630	\$ 2,221,507	\$ 1,982,208
INSTALLMENT PURCHASE, GENERAL FUND VEH/EQP	\$ -	\$ -	\$ -	\$ -
CURRENT OUTSTANDING PRINCIPAL	\$ 7,347,711	\$ 6,854,155	\$ 6,354,062	\$ 5,858,656
ADDITIONAL DEBT (OUTSTANDING PRINCIPAL):				
GO BOND, LONG TERM DEBT	\$ -	\$ -	\$ -	\$ -
INSTALLMENT PURCHASE, LONG TERM DEBT	\$ 2,734,780	\$ 3,888,851	\$ 4,232,717	\$ 3,808,353
INSTALLMENT PURCHASE, GENERAL FUND VEH/EQP	\$ 542,665	\$ 591,058	\$ 683,725	\$ 525,102
FUTURE OUTSTANDING PRINCIPAL	\$ 3,277,445	\$ 4,479,910	\$ 4,916,441	\$ 4,333,455
TOTAL OUTSTANDING PRINCIPAL, EXISTING & RECOMMENDED	\$ 10,625,156	\$ 11,334,065	\$ 11,270,503	\$ 10,192,111

POPULATION (3% GROWTH)	19,651	20,241	20,848	21,473
PROJECTED ASSESSED VALUATION (GROSS - 5% GROWTH)	\$ 1,285,420,033	\$ 1,349,691,034	\$ 1,417,175,586	\$ 1,488,034,365

WITHOUT ADDITIONAL DEBT				
PROJECTED BUDGET (3% GROWTH W/O ADDITIONAL DEBT SERVICE)	\$ 15,593,049	\$ 16,060,840	\$ 16,542,665	\$ 17,038,945
ESTIMATED RATIOS				
% OUTSTANDING PRINCIPAL TO ASSESSED VALUATION*	0.572%	0.508%	0.448%	0.394%
% DEBT SVC TO TOTAL BUDGET	3.24%	2.82%	2.60%	2.05%
DEBT PER CAPITA	\$ 374	\$ 339	\$ 305	\$ 273

WITH ADDITIONAL DEBT				
PROJECTED BUDGET + ADDTL DEBT SVC	\$ 16,878,839	\$ 17,408,454	\$ 18,110,505	\$ 18,775,056
ESTIMATED RATIOS				
% OUTSTANDING PRINCIPAL TO ASSESSED VALUATION*	0.83%	0.84%	0.80%	0.68%
% DEBT SVC TO TOTAL BUDGET	10.61%	10.34%	11.03%	11.11%
DEBT PER CAPITA	\$ 541	\$ 560	\$ 541	\$ 475

Potential Tax Rate Impact of the CIP

The chart below illustrates the potential tax rate impact of the Recommended CIP. Committing to an aggressive capital improvement program will require significant increases in debt service and operating costs that will largely be funded through property taxes, one of the few significant revenue streams that is directly under control of local jurisdictions. This fact, compounded with the fact that the Town's tax base is largely comprised of residential property, constrains the ability of the Town to diversify its revenue stream. Increased debt service costs for the purchase of the Adams Tract and future northern area fire substation occurs in FY04-05. Additional debt service for sidewalk construction, refurbishment of the Wilson Park restroom facility, and

purchase of town parking lots contribute to the possible tax increase estimated for FY05-06. The significant potential tax increase projected in FY06-07 marks the completion of the northern area fire substation that becomes operational in that year. Projected taxes continue to rise in FY07-08 and FY08-09 as the Town moves forward with its sidewalk construction plan and the addition of Hillsborough Road Park.

The potential impact on the property tax rate can be mitigated by obtaining additional revenue sources, expansion of the tax base above what is projected, or by delaying or deleting projects that are not related to public safety.

	FY03-04	FY04-05	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10
ADDITIONAL DEBT SERVICE, LONG TERM	\$ -	\$ 48,645	\$ 291,459	\$ 525,652	\$ 695,222	\$ 868,447	\$ 997,406
ADDITIONAL CAPITAL RESERVES NEEDED							
Street Resurfacing	\$ -	\$ -	\$ -	\$ 15,375	\$ 23,644	\$ 32,326	\$ 40,000
PAY-AS-YOU-GO (CASH, GENERAL FUND)							
Park Maintenance Fund	\$ -	\$ 22,300	\$ 184,550	\$ 26,800	\$ 7,000	\$ 7,000	\$ 7,000
Sidewalks	\$ -	\$ -	\$ 66,300	\$ -	\$ -	\$ -	\$ 25,643
TOTAL PAY-AS-YOU GO, GENERAL FUND	\$ -	\$ 22,300	\$ 250,850	\$ 26,800	\$ 7,000	\$ 7,000	\$ 32,643
OPERATING IMPACT OF CAPITAL PROJECTS							
Northern Area Fire Substation	\$ -			\$ 675,443			
Roberson Bike Path			\$ 3,000				
Hillsborough Road Park						\$ 84,555	
TOTAL OPERATING IMPACT, GENERAL FUND	\$ -	\$ -	\$ 3,000	\$ 675,443	\$ -	\$ 84,555	\$ -
TOTAL ADDITIONAL FUNDS NEEDED	\$ -	\$ 70,945	\$ 545,309	\$ 1,243,270	\$ 725,866	\$ 992,328	\$ 1,070,049
TAX RATE PER PENNY (PROJECTED)	\$ 109,223	\$ 114,248	\$ 119,960	\$ 125,958	\$ 132,256	\$ 138,869	\$ 145,812
TAX RATE IMPACT	N/A	\$ 0.62	\$ 4.55	\$ 9.87	\$ 5.49	\$ 7.15	\$ 7.34

Unfunded Projects

Public Works Facility

The current public works facility is too small for its overall operations. It is also partially located on a flood plain, leaving it subjected to periodic flooding. Constructing a new facility on the Town’s land on Old Hillsborough Road would eliminate the current flooding problem as well as offer the Town a location with provisions for future growth. To date, approximately 23 acres has been purchased for a future public works facility. However, construction of a facility is not anticipated within the next six years.

Town Hall Renovations

Town Hall, originally constructed in 1930, needs considerable renovations in order to maintain its usefulness. These major renovations, identified in a facilities use study conducted in 1995, would make the building suitable for organizational and community needs. Without these renovations, Town Hall will not be able to accommodate future space needs.

Greenways

The Town’s Comprehensive Parks and Recreation Master Plan has adopted a greenways plan as one of its elements. These greenways will provide opportunities to provide a system of trails along major creeks in Carrboro’s Planning Area and to coordinate these improvements to link with existing and planned trails in Chapel Hill and Orange County and to link neighborhoods and park facilities. The Board of Aldermen is planning to

fund the Morgan Creek greenway and a portion of the Bolin Creek greenway from Estes Drive to Hogan Farm with bond funding approved in the November 2003 referendum. However, several greenway projects remain unfunded at this time, largely due to the anticipated timing of the projects being beyond the six years being reviewed in the CIP. These greenways include: Sunset Creek Branch (Bolin Creek at Horace Williams to Sunset Bolin Creek); Bolin Creek from Hogan Farm to Union Grove Church Road; and Jones Creek Branch (Bolin Creek at Hogan Farms to Eubanks Road).

Outdoor Swimming Pool

The Town’s Comprehensive Master Parks and Recreation Plan recommends one public pool for each set of 25,000 people. Carrboro is currently without a swimming facility. Several public input sessions within the community have expressed support for an outdoor pool.

Gymnasium

The Town’s Comprehensive Parks and Recreation Master Plan strongly recommends the construction of a gymnasium inclusive of two basketball courts, a meeting room, and office and storage spaces. During the public input process, citizens identified a facility such as this as the top priority for Carrboro as critical to meeting general and athletic programming needs in the community.

UNFUNDED PROJECTS

PROJECT	PROJECT COSTS	LOCAL SHARE
Public Works Facility	\$ 5,938,273	\$ 5,938,273
Town Hall Renovations	\$ 3,242,671	\$ 3,242,671
Greenways	\$ 3,224,950	\$ 3,224,950
Outdoor Swimming Pool	\$ 5,368,079	\$ 5,368,079
Gymnasium	\$ 4,167,557	\$ 4,167,557
Local Road Improvements	\$ 908,847	\$ 454,424
Estes Drive to NC86 - 3 lanes	\$ 6,950,000	\$ -
Roberson St. Improvements	\$ 405,840	\$ 405,840
TOTAL	\$ 30,206,217	\$ 22,801,794

Local Road Improvements

It is important for the Town's development that streets are kept in good condition. There are other local road improvements that could be conducted such as Davie Road, Deer and Lisa Streets, and Rainbow and Dove Streets. These roads need to be widened to include curb and gutter. They also in some cases would need a stormwater swale section. However, no citizen petitions have come forwarded and the projects currently remain unfunded.

Estes Drive to NC86

This is a state road improvement project that is currently unfunded in the North Carolina Department of Transportation's (NCDOT) Transportation Improvement Program (TIP). It is assumed that the University's plan to develop the Horace William Tract (now called Carolina North) as an extension of the UNC-Chapel Hill's campus affects the current arrangement of Estes Drive. The Town had planned to contribute a local match (20%) to fund the creation of sidewalks along Estes Drive at the time of the road improvements. The Board of Aldermen has elected to proceed with the sidewalk construction along Estes Drive using bond funds recently approved by the community.

Roberson Street Improvements

The *Downtown Carrboro: New Vision* report recommends improvements to Roberson Street. These improvements have the potential to enliven the downtown core and will highlight Roberson Street as a priority location for development. The improvements include underground utilities, sidewalk improvements, on-street parking, lighting, and connections throughout the area.